



HQ Air Force Personnel Center



Managing Your Civilian Workforce

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Deputy Director**

Overview

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- Civilians – “Total Force”
- Benefits
- Requesting Leave
- Work Schedules
- Civilian Personnel Functions
- Performance and Conduct
- Civilian Appeals System
- Q & A

Civilian Employees - Total Force

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- Civilian employees comprise one-third of America's Air Force
- Support department's mission
 - Provide Global Vigilance, Reach and Power to our nation in the 21st Century
- Wide variety of challenges and opportunities
 - Senior Executive Service (SES)
 - General Schedule (GS)
 - Federal Wage System (WG)

Civilian Employees - Total Force

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- Wide variety of occupations
 - Senior Executive Service (SES)
 - Levels 1 - 4
 - Politically Appointed
 - General Schedule (GS)
 - Grades 1 - 15
 - Career Fields: Clerical & Administrative Support, Technical and Medical Support, Administrative & Management, Professional & Scientific, Student Trainee
 - Non-supervisory, Supervisory

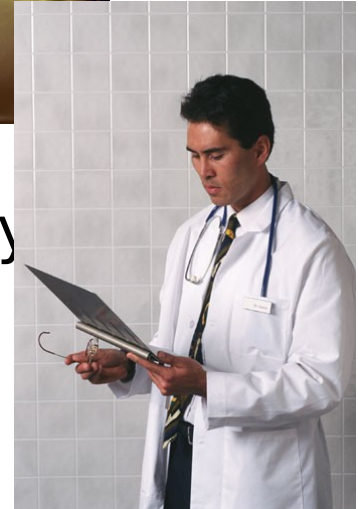


Civilian Employees - Total Force

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- SES/GS Careers Fields
 - Scientist and Engineers
 - Finance
 - Human Resources
 - Security
 - Communication/Information Technology
 - Intelligence
 - Contracting and Manufacturing
 - Logistics
 - Education
 - Services (Child Development/Recreational Management)

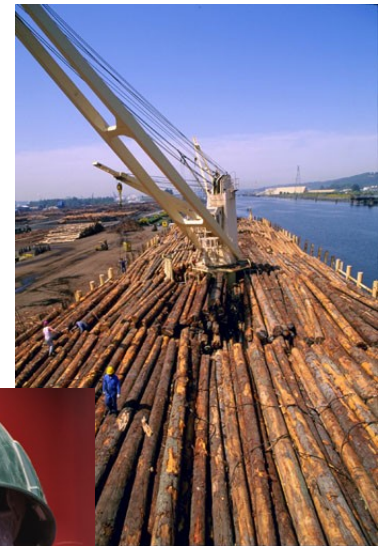


Civilian Employees - Total Force

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- Federal Wage System (WG)
 - Trade and Labor
 - 51 Categories or Families
 - Examples: Electronic Equipment Installation & Maintenance, Electrical Installation & Maintenance, Equipment Mechanic, and Aircraft Engine Overhaul
 - Grades 1 -15
 - Leader or Supervisory



Benefits



- Competitive Salaries
 - Basic and Locality rates
 - Special salary rates
 - Information Technology, Medical, Engineers, Scientists, Air Traffic Controllers and Law Enforcement
- Annual Leave (Starts at 2 ½ Weeks of Paid Vacation)
 - Less than 3 yrs = 4 hrs per pay period
 - 3 yrs but less than 15 yrs = 6 hrs per pay period
 - 15 yrs or more = 8 hrs per pay period
- Sick Leave (Constant 13 Days per Year)
 - Full-time Employees = 4 hrs per pay period
 - Part-time Employees = 1 hr for 20 hrs in pay status

Benefits

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- Bone Marrow or Organ Donor Leave
 - 7 days paid leave each calendar year
- Court Leave (jury or witness)
- Blood Donation (up to 4 hours)
- Voting (up to 3 hours)
- Military Leave
 - Full-time employees whose appointment is not limited to one year
 - 15 calendar days per fiscal year for active duty, active or inactive duty training
- Ten Paid Federal Holidays



Benefits

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- 401(K) Retirement Plan w/matching contributions (TSP)
 - 2003 = 14% of Basic Salary + 4% matching
- Health and Life Insurance
 - Health Benefits Flexible Spending Accounts
 - Long Term Care
- Survivor Benefits
- Education and Training Programs
- Global Employment Opportunities
- Recreational Activities and Programs
 - Installation Physical Fitness Program



Requesting Leave

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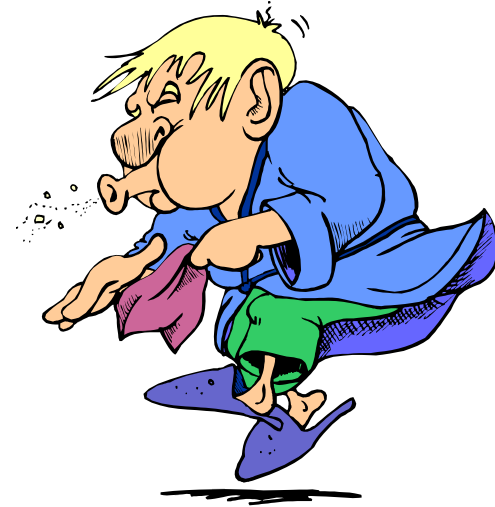


- **Annual Leave** is a right of the employee--final decision rests with supervisor
- Establish tentative leave scheduled
 - Recommend by 15 Feb/Re-verify 30 Aug
- Restored Leave
 - Due to exigencies of service, sickness, or administrative error, and the leave was approved prior to 23th pay period of the leave year
- Minimum charge is 15 minutes

Requesting Leave

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- **Sick Leave** can be used under certain “traditional” conditions...
 - Incapacitated due to sickness, injury, pregnancy and confinement, or vaccinations
 - Medical, Optical, Dental examinations or treatment
 - Exposure to contagious disease
 - Participate in an officially recognized drug and alcohol counseling program



Requesting Leave

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- **Sick Leave** of more than 3 consecutive days must be supported by medical documentation--unless the supervisor waives this requirement
 - Provide a diagnosis/expected recovery date
- If evidence does not justify approval of sick leave, the absence may be charged to...
 - Annual Leave, with employee's consent
 - Absence Without Leave (AWOL)
 - Leave Without Pay (LWOP)



Requesting Leave

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- **Sick Leave** can be used under certain “non-traditional” conditions...
- Federal Employees Family Friendly Leave Act (FFLA)
 - Provide care for a family member
 - Physical or mental illness
 - Injury
 - Childbirth or Adoption
 - Medical, Dental, or Optical Exam or Treatment
 - Make arrangements/Attend funeral of a family member



Requesting Leave

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- Limit for granting **Sick Leave** for “non-traditional” conditions...
 - Basic Limit = 40 Hrs per leave year
 - Maintain a sick leave balance of at least 80 hrs may use an additional 64 hrs
 - Maximum = 104 hrs per leave year
- Supervisors are required to track
- Approval/Disapproval still lies with supervisor
- Minimum charge is 15 minutes



Work Schedules

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- Compressed Work Schedule (CWS)
 - Fixed schedule established by supervisor
 - 4/10 or 5/4-9
- Credit Hours Under Flexible Work Schedule
 - Must establish tour of duty
 - Core Hours (Mon-Fri, 0900-1500; 30 min lunch between 1100-1300)
 - Flex Hours (Mon-Fri, 0600-0900 and 1500-1800)
 - Credit Hours
 - Allows employee to vary work schedule based on working extra hours--approved in writing in advance by supervisor
 - Maximum = 2 hours per workday or 4 hrs on Sat/10 hr workday/50 hr workweek
 - Maximum of 24 hrs can be “banked”
 - Minimum earned/charged is 15 minutes

Civilian Personnel Functions

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- Position Classification
- Affirmative Employment
- Resource Management
- Employee Management Relations
- Labor Management Relations
- Employee Development

Position Classification

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- Myths

- Volume of work
- A reward
- Retain the employee
- Comparisons to other bases



- Tools

- COREDOC and Standardized Core Position Description (SCPD) Library
- Civilian Personnel Flight (CPF)

Affirmative Employment

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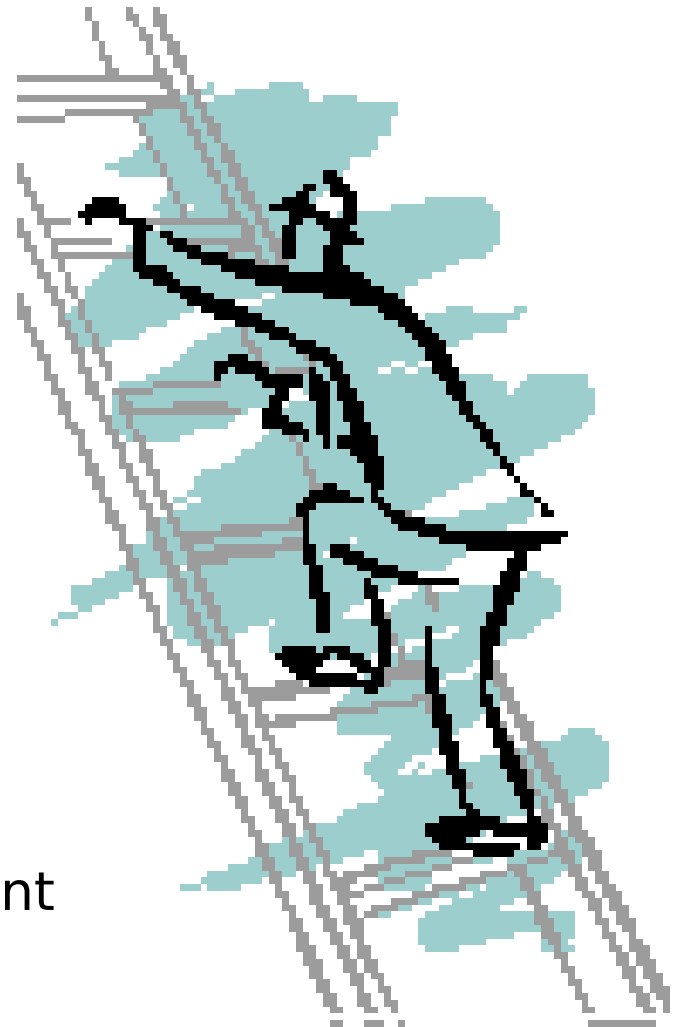


■ Internal Sources

- Local Priorities
- Priority Placement Program
- Reassignment
- Change to Lower Grade
- Promotion
- Detail
- Current Base Employees

■ External Sources

- Other Air Force Activities
- Other Agencies
- Office of Personnel Management
- Special Authorities

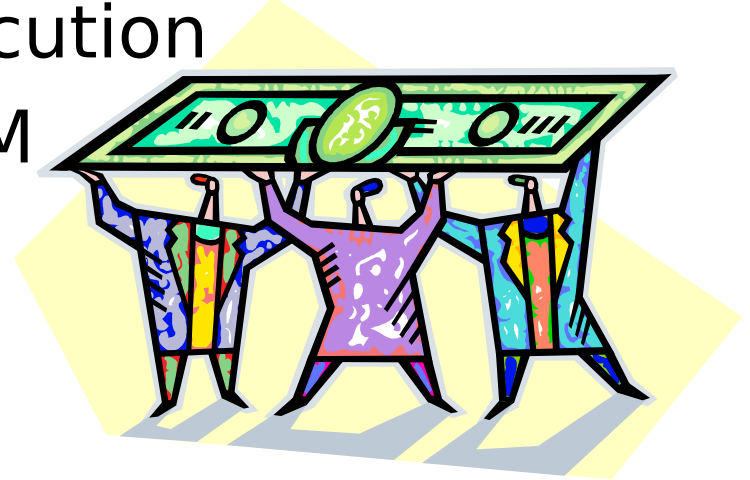


Resource Management

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- Civilian pay under execution
- FY97-02 losses: \$200M
- “Death spiral”
- Full execution
- Tools
 - Civilian Employment Cost Management
 - Lapse Rate Management
 - Advance Recruitment
 - Summerhires/Student Programs/Overhires



Employee Management Relations

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- Performance
- Conduct
- Leave
- Appeals

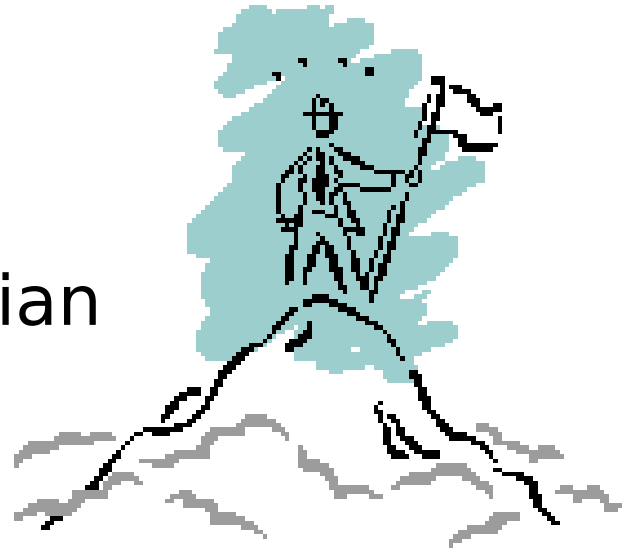


Performance and Conduct

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- Myth
 - You cannot fire a civilian
- Tool
 - Documentation
 - Employee Relations Specialist
 - Legal Office
 - Union Contract



Performance Management

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■ Affirming results

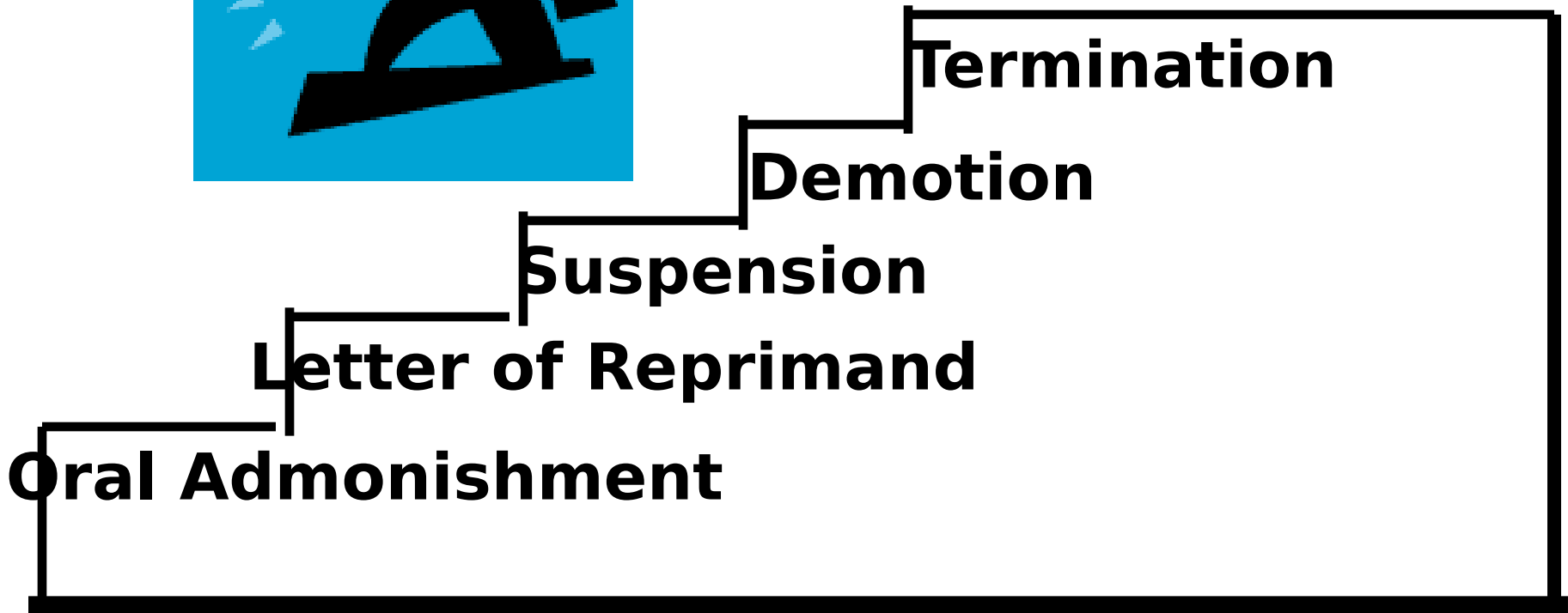
- Within Grade Increase (WGI)
- Performance Awards
- RIF Service Credit
- Priority Placement Program (PPP) eligibility
- Promotion consideration

■ Negating results

- Postpone/Withhold WGI
- Performance Improvement Plan
- Reassignment
- Demotion
- Removal

Conduct and Progressive Discipline

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The Discipline Decision

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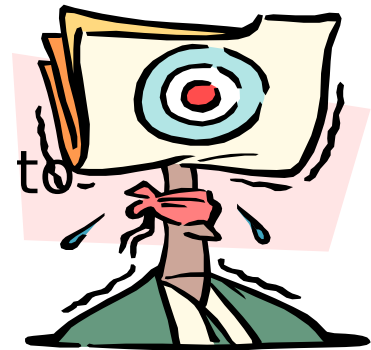
~ Factors to Consider ~

- Promotes the efficiency of the service
- Douglas Factors--mitigating circumstances considered
- Be procedurally correct

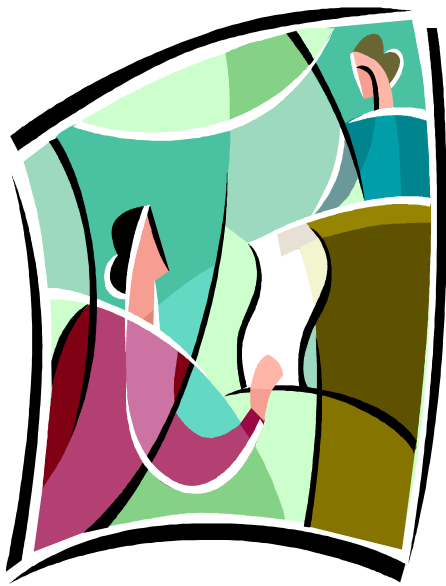
Civilian Appeals System

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- Informal Dispute Resolution
 - Informal grievance has been presented to immediate supervisor
 - Written decision within 15 calendar
- Administrative Grievance Procedures (AFI 36-1203)
 - Avenue for employees to review any matter of personal concern or dissatisfaction relating to employment
 - Includes coercion, reprisal, or retaliation
- Negotiated Grievance Procedures
 - Bilaterally established method
 - Key article in the installation's collective bargaining agreement



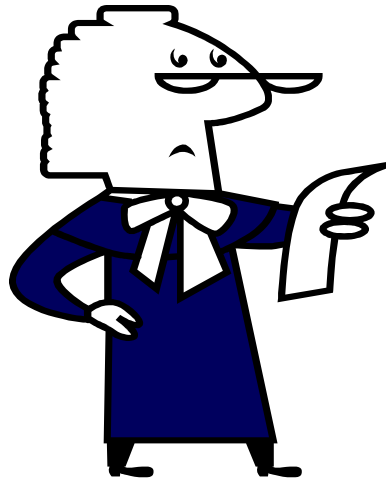
Civilian Appeals System



- EEO – Individual or Class
- Classification Appeal
- Merit System Protection Board appeal (Suspension of 14+ Days)
- Office of Special Counsel Appeals
- Comptroller General
- Unfair Labor Practice (ULP)
- IG complaint
- Congressional/Presidential Inquiry

Civilian Appeals System

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THEN : CIVIL COURTS

Civilian Appeals System

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- Tools
 - Legal Office
 - Civilian Personnel Office
 - Air Force Legal Services Agency (Central Labor Law Office)
 - Alternate Dispute Resolution (ADR)



Labor Relations

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Labor Law—Title VII of Civil Service Reform Act

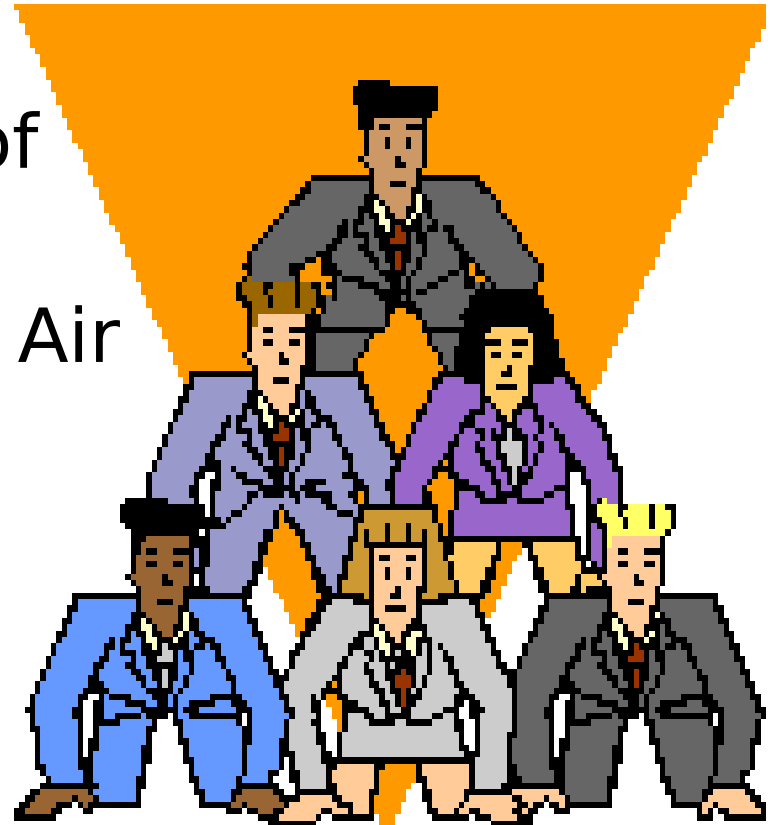
- Employee rights (CSRA)
 - Form, join, assist Labor Unions
 - Representation (negotiation, formal meetings, Weingarten Rights)
 - Bargain over process and implementation
- Management rights
 - Determine mission, budget, organization, number of employees, and security practices
 - Execute appointing authority

Final Thoughts

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- Use your experts
 - CPO, JAG, Manpower, Comptroller
- Understand the scope of management's rights
- Civilians are part of the Air Force team



Questions?

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